The Richland Integrated Management System

An Approach for Managing Work Safely

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Summary

- **RIMS Overview**
- **Why RIMS?**
- **RIMS: Our Business Tool**
- **How RIMS Implements ISM**
- **Conclusion**

What is RIMS?

- RIMS is a web-based tool that provides online access to
  - RL-wide policies and operating principles
  - Processes and procedures
  - Guidelines
  - Program descriptions
  - Clear roles and responsibilities

  that are current, accurate, and relevant to the work RL staff perform

- Policies, processes and procedures are based on an evaluation of external requirements documents:
  - Orders
  - Directives
  - RL policy
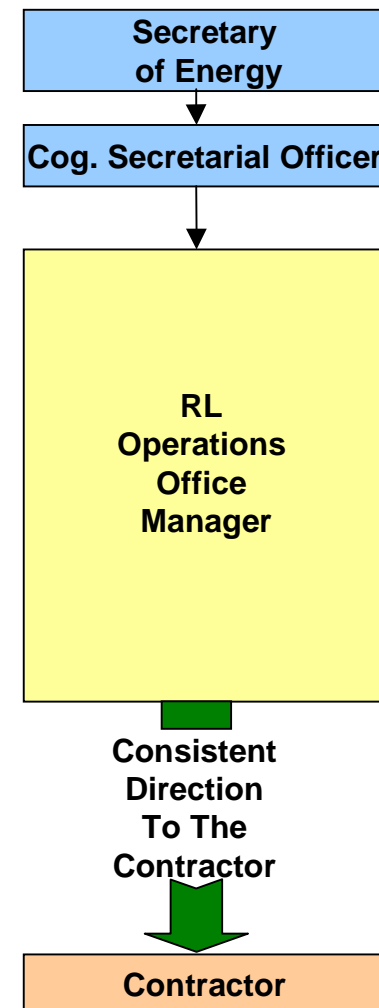- Bottom Line: RIMS is the way we will do business at RL

Why RIMS?

- After arriving at RL and evaluating business operations, RL Manager Keith Klein introduced a new business model focusing the organization on *interdependency* and three mission outcomes:

  - Protect the River Corridor

  - Transition the Central Plateau

  - Prepare for the future

- A new management system was needed to support the new business model that was consistent with the interdependency concept and was requirements based
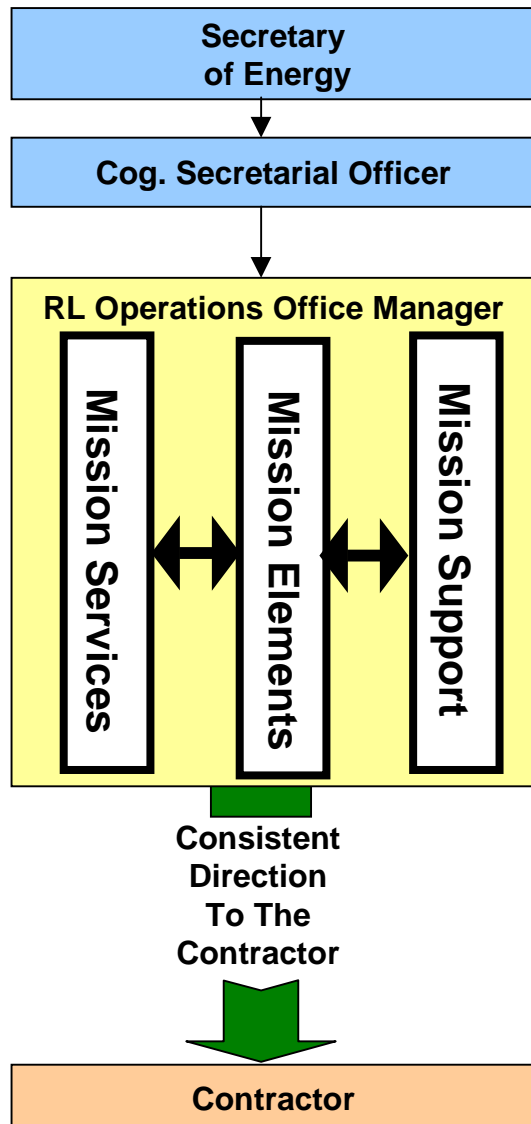
Line Management Model

- RL Manager is the line

- The RL Manager receives responsibilities and authorities through Cognizant Secretarial Officers and may delegate those authorities through to RL staff and establish further responsibilities

- Although the authority for executing specific functions can be delegated down the line to the RL staff member who actually performs the function, the responsibility for that function cannot be delegated

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│   Secretary         │
│   of Energy         │
└─────────────────────┘
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│ Cog. Secretarial Officer │
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│        RL           │
│    Operations       │
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    Consistent
    Direction
    To The
    Contractor
          │
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┌─────────────────────┐
│     Contractor      │
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Interdependency - Partnering for Results

Secretary of Energy

Cog. Secretarial Officer

RL Operations Office Manager

Mission Services ↔ Mission Elements ↔ Mission Support

Consistent Direction To The Contractor

Contractor

Mission Elements

Establish mission direction and nurture the work of the contractors to achieve outcomes

Mission Support

Provide support to define work, establish standards and expectations, and evaluate progress

Support Services

Provide necessary support services and infrastructure required to meet customer needs

What's Different?

Former State

- Multiple line managers
- Multiple CORs
- Many outcomes
- Multiple vision
- Manage contractors work
- Dispersed service organizations
- Independent roles
- Undisciplined management system, not requirements based
- Contractor Integrated

Desired State

- Single line manager
- Few CORs
- Critical few outcomes
- Single vision
- Manage contract
- Central service organizations
- Interdependent roles
- Disciplined management system, requirements based
- Federal responsibilities to integrate

How Does RIMS Help Institutionalize the Needed Changes?

- Provides clear, requirements-based crosscutting processes
- Well-defined Roles, Responsibilities, Accountabilities, and Authorities
- Readily available and easily accessible to all RL staff
- Builds expertise into systems developed by experts for all users
- Provides same information at the same time to all users
- Improves requirements management and configuration control
- Is a coordinated set of activities to achieve expected results
- Aligned with new RL Business Model
- Not prejudiced by organizational structure

RIMS: The Business Tool

RIMS consists of 14 management systems that support the mission, vision, values and goals of RL. System elements include the following:

- Management system descriptions
  - Identify what services are delivered, how they are delivered, and key roles and responsibilities
  - Together describe how RL operates
- Cross-cutting processes
  - Present required procedures and suggested guidelines that apply across RL in a standard format
- Organization-specific procedures
  - Apply only to a specific organization, management system, or other group
  - Must be consistent with (and not contradict) cross-cutting process information
- Roles, Responsibilities, Accountabilities, and Authorities

RIMS Structure
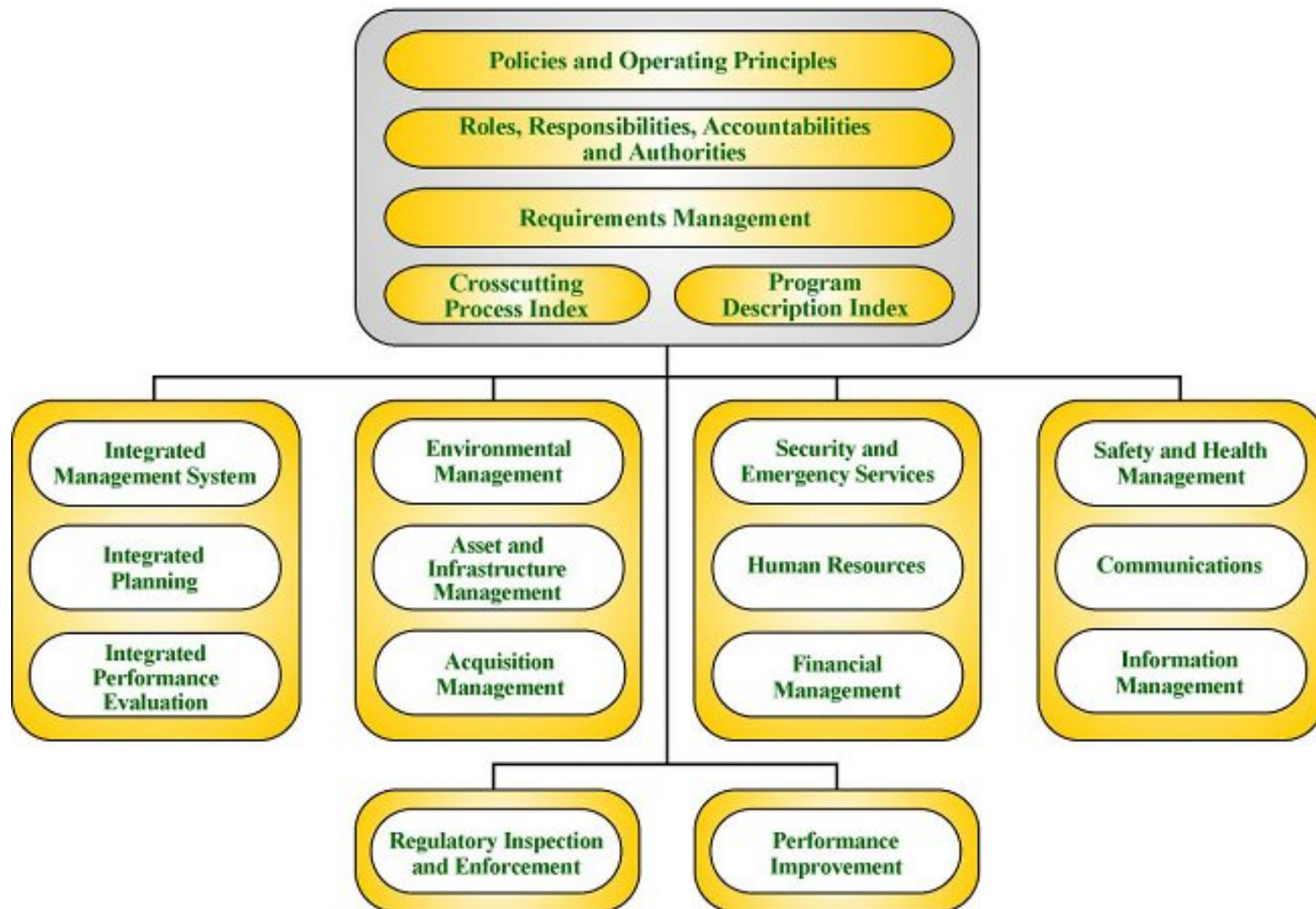
Requirements Management
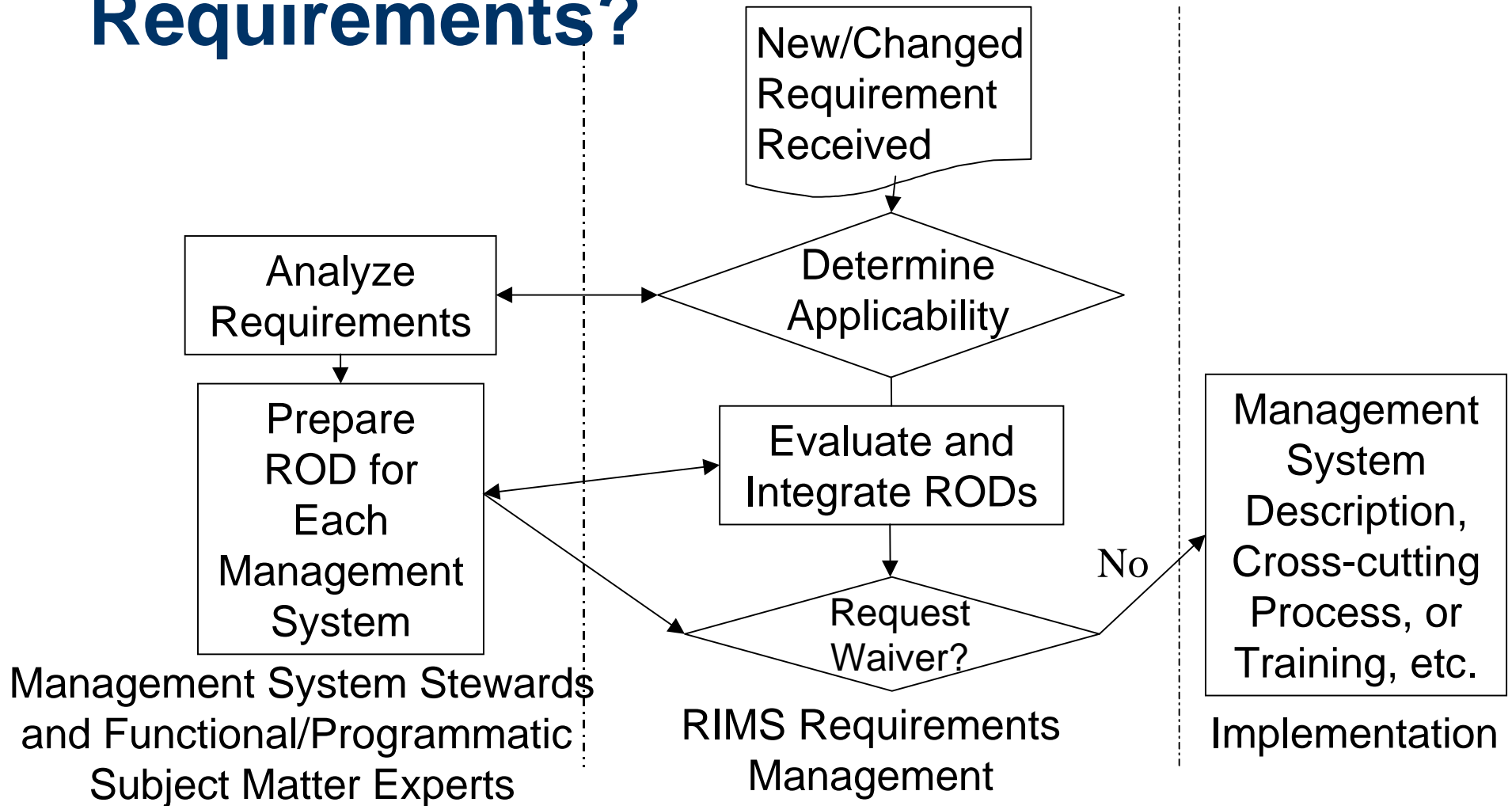
What are Requirements?

- Statements that establish
  - how RL must conduct business
  - how RL directs contractors

- Can be found in a variety of documents (i.e., regulations, laws, DOE directives, and HQ declarations)

Why Manage Requirements?

- To understand what is expected of us
- To manage costs and schedule
- To respond credibly to external reviewers
- To clarify responsibilities and authorities for RL staff

How Will RL Manage its Own Requirements?

New/Changed Requirement Received

Analyze Requirements

Determine Applicability

Prepare ROD for Each Management System

Evaluate and Integrate RODs

Management System Description, Cross-cutting Process, or Training, etc.

No

Request Waiver?

Management System Stewards and Functional/Programmatic Subject Matter Experts

RIMS Requirements Management

Implementation

How Will RL Manage Requirements That Apply to Contractors?

New/Changed Requirement Received

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Determine Applicability

Analyze Requirements

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Prepare ROD for Each Management System

Review for Impacts

Evaluate and Integrate RODs

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Transmit CRD

Implement

Management System Stewards and Functional/Programmatic Subject Matter Experts

RIMS Requirements Management

Affected Contractors
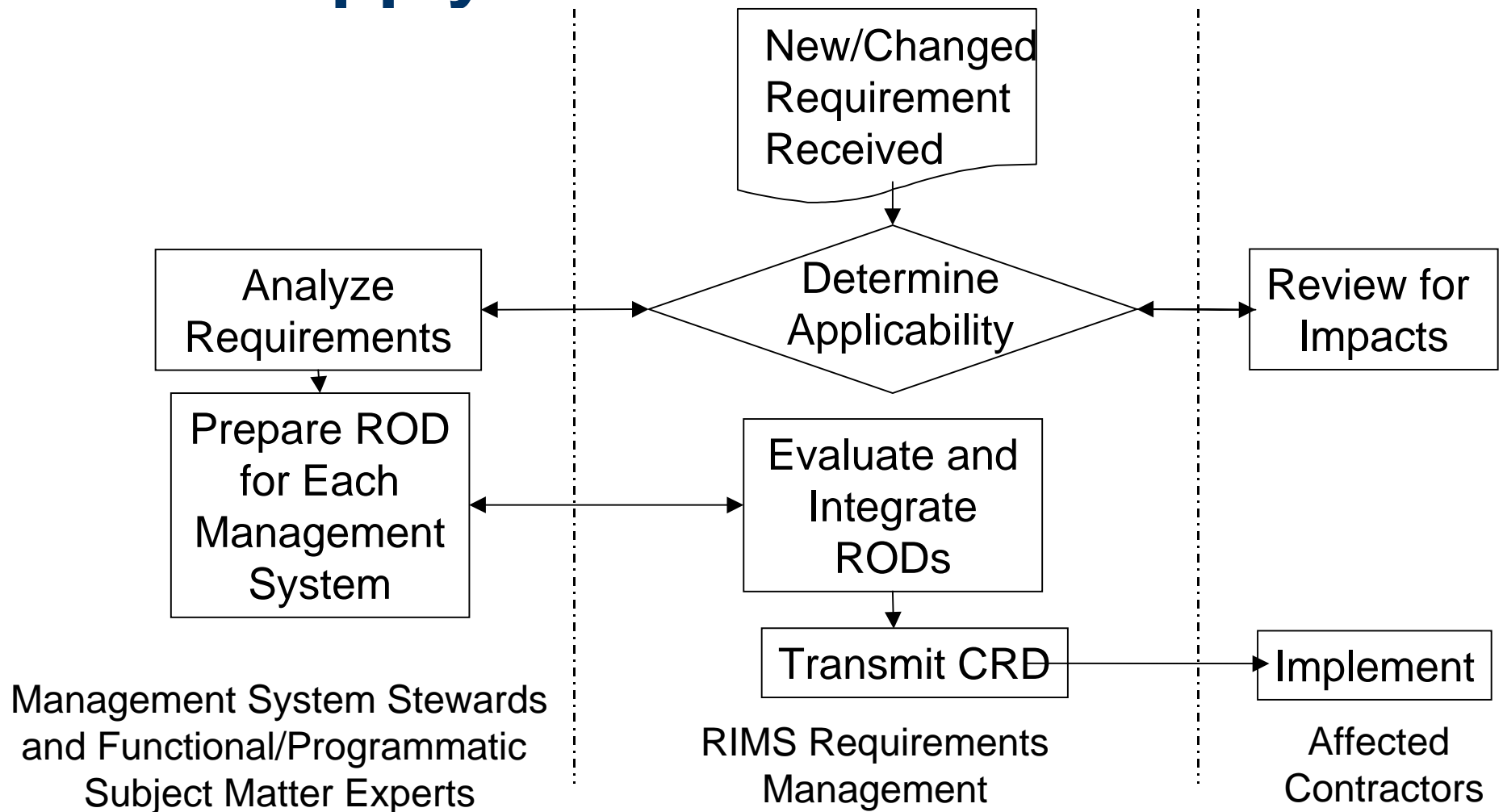
RIMS Product Development

- Facilitated Team Approach– preferred approach
  - Subject Matter Experts (SME) convenes a facilitated team of users (Mission Element, Mission Support, and Support Service representatives)
  - Requirements are reviewed and processes/procedures are developed that are:
    - Requirements based
    - User friendly (as simple as possible)
    - Organizationally neutral
    - Designed to be responsive to multiple customer needs
  - Draft procedures are reviewed by all affected parties
- Other approaches can also be used as circumstances dictate
  - User Development – SME develops based on user input
  - User Review – SME independently drafts and then submits for review

How Does RIMS Implement ISM?

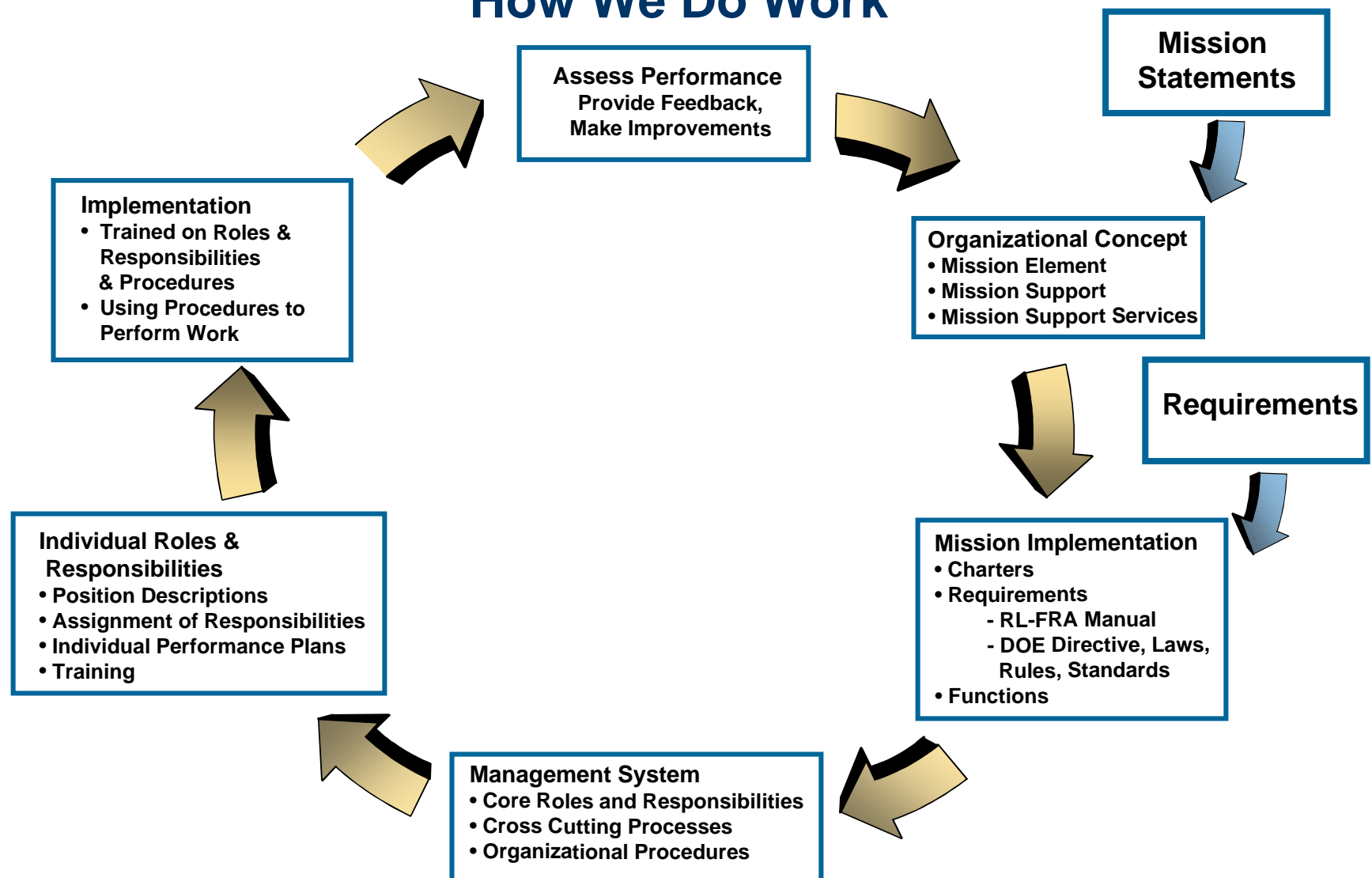| Integrated Management System		Integrated Planning
Security & Emergency Services	**Outcomes**	**Environmental Management**
Safety and Health Management	•Restore the River Corridor •Transition the central plateau to support long-term waste management	
Integrated Perform. Evaluation	•Put DOE's assets to work •for the future	**Asset Management**
Information Management	**Success Factors:** •Worker, Public & Env. Protection; •Leadership Effectiveness;	**Communications**
Financial Management	•Customer Service; Partnering; •Responsive Communications	**Human Resources**
Performance Improvement	**Acquisition Management**	**Regulatory Inspection and Enforcement**

Integrated Safety Management Guiding Principles

Policies and Operating Principles

Mission Implementation
How We Do Work

Mission Statements

Assess Performance
Provide Feedback,
Make Improvements

Organizational Concept
• Mission Element
• Mission Support
• Mission Support Services

Implementation
• Trained on Roles &
  Responsibilities
  & Procedures
• Using Procedures to
  Perform Work

Requirements

**Individual Roles &
Responsibilities**
• Position Descriptions
• Assignment of Responsibilities
• Individual Performance Plans
• Training

Mission Implementation
• Charters
• Requirements
    - RL-FRA Manual
    - DOE Directive, Laws,
      Rules, Standards
• Functions

Management System
• Core Roles and Responsibilities
• Cross Cutting Processes
• Organizational Procedures
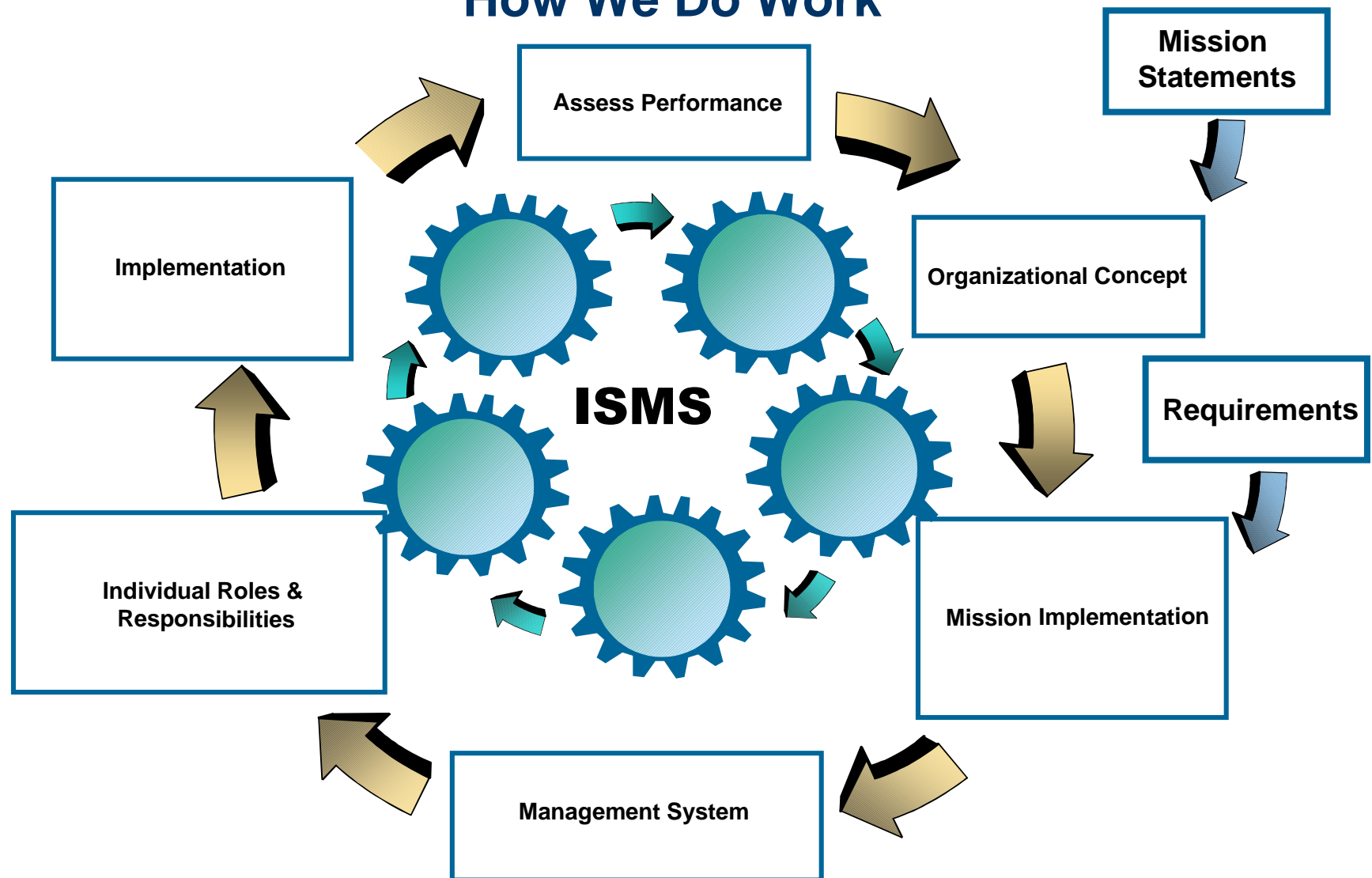
Mission Implementation
How We Do Work

Mission Implementation
How We Do Work

Conclusion

- RL needed a new management system to support the new interdependency business model
- RIMS provides RL staff online access to processes and procedures that are current, accurate, and relevant to the work they perform
- RIMS addresses all RL requirements – not just safety-related requirements
- We are currently in the development stages of RIMS
  - We currently have one-third of our cross cutting processes in place
  - Are working on refining our requirements management and product development crosscutting processes
  - Will continue to disposition all remaining requirements through RIMS management systems